DOCUMENT RESUME

ED 271 049 HE 019 410

TITLE	Postsecondary Education in Southeast Florida: Regional Coordination. A Study Prepared in Response to Specific Appropriation 512A of the 1985 General Appropriations Act (Chapter 85-119, Laws of Florida). 1986--Report 2.
INSTITUTION	Florida State Postsecondary Education Commission, Tallahassee.
PUB DATE	9 Jan 86
NOTE	52p.
PUB TYPE	Reports - Research/Technical (143)
EDRS PRICE	MF01/PC03 Plus Postage.
DESCRIPTORS	Agency Cooperation; Coordination; Educational Cooperation; Feasibility Studies; *Geographic Regions; Higher Education; *Mergers; Mission Statements; Public Colleges; *Regional Cooperation; *State Universities; *Statewide Planning
IDENTIFIERS	*Florida (Southeast); Florida Atlantic University; Florida International University

ABSTRACT

A report on the feasibility of forming a single public four-year institution with multiple campuses to enhance public educational services in Southeast Florida is presented. Specifically of concern was the desirability of merging Florida International University (FIU) and Florida Atlantic University (FAU). The objective was to develop a structure for ensuring coordination and the delivery of educational opportunities. Three public hearings were held and a review was conducted of the literature and of activities in other states as well as in Florida regarding mergers of public postsecondary education institutions. Also considered were the general demographic and educational characteristics of Southeast Florida as they relate to the concept of merger. The merger was not recommended. It was proposed that a planning structure, to be developed from standing Southeast Florida committees, should be created by the Board of Regents, the State Board of Community Colleges, and the Postsecondary Education Planning Commission. The possibility was suggested of developing a joint catalog between FAU, FIU, and Broward Community College in order to describe coordinated program offerings. Appended are mission statements for FAU and FIU and minutes of meetings of program committee of the Florida Postsecondary Education Planning Commission. (SW)

****
* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *
****

U.S. DEPARTMENT OF EDUCATION
Office of Educational Research and Improvement
EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)

☐ This document has been reproduced as received from the person or organization originating it.

☐ Minor changes have been made to improve reproduction quality.

• Points of view or opinions stated in this document do not necessarily represent official OERI position or policy.

"PERMISSION TO REPRODUCE THIS MATERIAL HAS BEEN GRANTED BY

Florida Postsecondary Education Planning Commission

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)."

POSTSECONDARY EDUCATION PLANNING COMMISSION

John Robert Middlemas, Chairman
Panama City

Margaret F. Black
Coral Gables

Michael B. Butler
Altamonte Springs

Jorge A. Dominicis
Miami

Rosa Castro Feinberg
Miami

W. Richard Johnston
St. Petersburg

D. Burke Kibler, III
Lakeland

Robert B. Mautz
Gainesville

Rayma C. Page
Fort Myers

Harry L. Smith, Jr.
Boca Raton

Alfred C. Williams
Daytona Beach

Dr. Thomas E. Furlong, Jr., Executive Director

The Postsecondary Education Planning Commission, initially created by executive order in 1980 and subsequently given statutory authority, serves as an advisory body to the State Board of Education on all postsecondary education matters. The Commission is composed of 11 members of the general public and one full-time student registered at a postsecondary education institution in Florida. Members are appointed by the Governor with the approval of three members of the State Board of Education and subject to confirmation by the Senate.

The major responsibility of the Commission is preparing and updating every five years a master plan for postsecondary education. The enabling legislation directed that the Plan "shall include consideration of the promotion of quality, fundamental educational goals, programmatic access, needs for remedial education, regional and state economic development, demographic patterns, student demand for programs, needs of particular subgroups of the population, implementation of innovative educational techniques and technology, and the requirements of the labor market. The capacity of existing programs, in both public and independent institutions, to respond to identified needs shall be evaluated and a plan shall be developed to respond efficiently to unmet needs."

Other responsibilities include recommending to the State Board of Education program contracts with independent institutions; advising the State Board regarding the need for and location of new programs and branch campuses of public postsecondary education institutions; reviewing public postsecondary education budget requests for compliance with the State Master Plan; recommending to the Commissioner of Education proposals for support through the Postsecondary Cooperation Trust Fund; and periodically evaluating the State's 28 regional coordinating councils for vocational education, adult general education and community instructional services.

Further information about the Commission, its publications, meetings and other activities may be obtained from the Commission office, 304 Knott Building, Department of Education, Tallahassee, Florida, 32301; telephone (904) 488-7894.

POSTSECONDARY EDUCATION PLANNING COMMISSION

Postsecondary Education In Southeast Florida: Regional Coordination

A Study Prepared in Response to
Specific Appropriation 512A
of the
1985 General Appropriations Act
(Chapter 85-119, Laws of Florida)

1986 - Report 2

January 9, 1986

TABLE OF CONTENTS

Page

EXECUTIVE SUMMARY.....i

I. INTRODUCTION.....1

II. CURRENT STRUCTURE IN THE REGION.....2

III. THE MERGER OPTION.....4

A. Master Plan and Other Guidelines.....4

B. Review of the Literature and Activities in Other States.....5

IV. SOUTHEAST FLORIDA CHARACTERISTICS.....8

V. PUBLIC HEARINGS.....10

VI. CONCLUSIONS AND RECOMMENDATIONS.....12

VII. APPENDICES

A. Mission Statements

B. Program Committee Meetings: Minutes

C. Resolutions

EXECUTIVE SUMMARY

The 1985 Florida Legislature directed the Postsecondary Education Planning Commission to "study the appropriate configuration of public postsecondary institutions in Southeast Florida. Such study shall have as its primary objective the development of a structure for ensuring coordination and the delivery of educational opportunities thereby enhancing the amount and quality of public educational services in Southeast Florida and the State of Florida. The Commission shall provide a comprehensive set of recommendations to the Legislature no later than February 1. 1986. These recommendations shall address the feasibility of forming a single public 4-year institution with multiple campuses."

The Commission conducted three public hearings in Southeast Florida; one each in Palm Beach, Broward, and Dade Counties. These hearings were well attended and testimony was presented by legislators, business and civic leaders, media representatives, and officials of public and independent postsecondary education institutions. Commission staff visited the region, and met with representatives of the state universities, the local community colleges, and independent colleges and universities.

The Commission reviewed the professional literature and activities of other states, as well as recent Florida activities regarding mergers of public postsecondary education institutions. It also examined the general demographic and educational characteristics of Southeast Florida as they relate to the concept of merger. In examining various means of achieving structural coordination, the Commission sought to identify a structure that would insure that the momentum of the Southeast Florida Plan of 1983 was maintained, while all sectors planned together to meet the full array of postsecondary education needs of the region.

With a single exception, all persons testifying at the three public hearings opposed the concept of merging FAU and FIU. In addition to the concern about loss of institutional identity and resultant diminished community and business support for each university, these persons expressed concern about creation of an additional bureaucratic layer, the lack of anticipated cost-savings, and the loss of momentum for completion of the Southeast Florida Plan which would result from a diversion of effort to accomplish a merger.

The review of the literature and discussions with other states show that mergers of public universities are difficult and rare. The rarity is apparently for good reason. Examples of successful mergers of such institutions are few, and even those instances which have resulted in a successful conclusion have often been plagued by years of hostility and controversy, and few if any economic benefits. In fact, most attempts at mergers of this sort seem to result in additional expenses through the creation of additional administrative layers or through the infusion of additional state funds to boost faculty pay or add new programs, in most cases to appease disgruntled constituencies.

The experiences of other states and the evidence of the current situation in Southeast Florida do not support the feasibility of merging Florida International University and Florida Atlantic University. Instead, as the Board of Regents advised in 1980, and as the Master Plan, the Southeast Florida Plan,

and the Comprehensive University Presence plan have advised subsequently, cooperative efforts between these two public universities and other postsecondary institutions in Southeast Florida should continue and grow to meet the postsecondary education needs of the citizens of the region.

1. Florida Atlantic University and Florida International University should not be merged into a "single public 4-year institution with multiple campuses."

As noted in the introduction, however, the "primary objective" of this study is identification of a "structure for ensuring coordination and the delivery of educational opportunities..." in Southeast Florida. The Commission examined several options in addition to that of merger and provided the following specific recommendations.

2. Neither the Regional Coordinating Councils for Vocational, Adult, and Community Instructional Services nor the Southeast Florida Education Consortium should be designated as the appropriate coordination structure for all postsecondary education in Southeast Florida.

The Commission recommends that a planning structure be developed from standing Southeast Florida committees which should be created by the Board of Regents, the State Board of Community Colleges, and the Postsecondary Education Planning Commission to address the needs of all public and independent colleges and universities in the region. These statutory boards have the major statewide program assignments for the state universities, community colleges, and independent colleges and universities. The three committees should meet jointly on a periodic basis to assess progress toward meeting the full spectrum of postsecondary education needs of the region. In addition, the committees can play a leadership role in implementing the Southeast Florida Plan in a coordinated manner, and in the important area of enrollment planning. These committees should be advisory to their respective boards, which should maintain authority for programmatic decisions and formal action. In this way, creation of an additional bureaucratic layer is avoided, and the needs of the entire State can be weighed against the unique needs of Southeast Florida. Development of the Southeast Florida Plan in 1983 demonstrated the ability of two boards to work together to plan for the needs of the region. A further example of joint planning in the region by all three boards was provided recently by development of the legislatively directed ten-year enrollment plan.

The 1983 Plan, however, did not include community colleges as it related to advanced graduate and professional education only, and the plan was not completed as certain program areas were left unaddressed. The initial activity of this joint Southeast Florida planning group should be completion of discussions on these graduate and professional programs. Individual institution presidents should be invited to participate in these joint meetings, but membership should be limited to representatives of the three boards.

3. Standing Southeast Florida committees should be created by the Board of Regents, the State Board of Community Colleges, and the Postsecondary Education Planning Commission. These committees should meet jointly on a periodic basis to address the postsecondary education needs of the citizens of Southeast Florida as well as the

needs of all public and independent colleges and universities in the region.

Broward County is an integral part of Southeast Florida, and much activity is now directed toward meeting the postsecondary education needs of the residents of the county. A workable structural organization is in place, and the Fort Lauderdale downtown tower is nearing completion. The formal FAU, FIU, BCC agreement with the county library is working well and should be fully supported. The joint planning group described above should closely follow these activities and support planned program growth.

4. Consideration should be given to the development of a joint catalog between Florida Atlantic University, Florida International University, and Broward Community College to describe coordinated program offerings in Broward County similar to that developed jointly by the University of West Florida and Okaloosa-Walton Junior College. Course offerings should be identified through the statewide course numbering system to assure transferability of credit and to provide the basis for a strong local articulation agreement.

In summary, the Commission concludes that Florida Atlantic University and Florida International University should not be merged into a single institution. Instead a coordination structure, as called for in the proviso language describing this study, should be developed from standing committees of the Board of Regents, the State Board of Community Colleges, and the Postsecondary Education Planning Commission.

I. INTRODUCTION

The 1985 Florida Legislature directed the Postsecondary Education Planning Commission to "study the appropriate configuration of public postsecondary institutions in Southeast Florida. Such study shall have as its primary objective the development of a structure for ensuring coordination and the delivery of educational opportunities thereby enhancing the amount and quality of public educational services in Southeast Florida and the State of Florida. The Commission shall provide a comprehensive set of recommendations to the Legislature no later than February 1, 1986. These recommendations shall address the feasibility of forming a single public 4-year institution with multiple campuses."

To accomplish this and other tasks the Commission created a Program Committee chaired by Mr. Harry Smith. Committee membership included Mrs. Margaret Black and Mr. John Robert Middlemas, Chairman of the Commission. Dr. Rosa Castro Feinberg and Mr. Jorge Dominicis, members of the Commission, also attended various public hearings and Committee meetings.

The Commission conducted three public hearings in Southeast Florida; one each in Palm Beach, Broward, and Dade Counties. These hearings were well attended and testimony was presented by legislators, business and civic leaders, media representatives, and officials of public and independent postsecondary education institutions. Commission staff visited the region, and met with representatives of the state universities, the local community colleges, and independent colleges and universities.

The Commission reviewed the professional literature and activities of other states, as well as recent Florida activities regarding mergers of public postsecondary education institutions. It also examined the general demographic and educational characteristics of Southeast Florida as they relate to the concept of merger. In examining various means of achieving structural coordination, the Commission sought to identify a structure that would insure that the momentum of the Southeast Florida Plan of 1983 was maintained, while all sectors planned together to meet the full array of postsecondary education needs of the region.

II. CURRENT STRUCTURE IN THE REGION

The postsecondary education needs of Southeast Florida are served by two state universities, five public community colleges, and nine independent institutions licensed or authorized by the State Board of Independent Colleges and Universities. Florida Atlantic University and Florida International University have similar missions at the undergraduate level to provide state-supported baccalaureate opportunities to local citizens, mostly at the junior and senior level for students who have attended community colleges in the service area for lower division instruction. Both institutions also serve essentially urban, culturally diverse, and increasingly "non-traditional" populations, and both institutions are working cooperatively to meet the needs of Broward County (Appendix A).

The public community college mission of providing the major point of access for lower division undergraduate instruction as well as vocational, adult, and community education is met by the five public community colleges in the region: Broward Community College, Florida Keys Community College, Indian River Community College, Miami-Dade Community College, and Palm Beach Junior College. Postsecondary education opportunities also are provided by several independent colleges and universities in the region including Barry University, St. Thomas University, Florida Memorial College, Nova University, and the University of Miami. Through contracts with the State Board of Education, Barry University and the University of Miami provide certain academic program opportunities to selected Florida residents at state tuition rates, and qualified Florida residents are eligible to receive Florida tuition vouchers and state financial aid support at each of the independent institutions listed above.

The postsecondary education needs of Broward County have been of particular interest to the State for the last several years as evidenced by specific appropriations to address these needs, and by increased activities by FAU and FIU in conjunction with Broward Community College in Broward County. Current arrangements include university offerings at the FAU Broward campus on Commercial Boulevard and at the BCC central and south campuses, as well as plans to offer instruction at the new Downtown Tower in Fort Lauderdale when it is completed. These arrangements are really "two-plus-two" in nature. By agreement between the presidents of each of the three institutions, the universities do not offer lower division courses in Broward County in competition with BCC, but concentrate their efforts at the upper division and graduate levels.

The provision of public higher education offerings in Broward County is governed by a formal cooperative organization of the three participating institutions. Policy direction is provided by the Broward Presidential Policy Council, whose membership comprises the presidents of the three institutions. Operations and planning is conducted by the Broward Planning and Operations Council, composed of academic and executive vice-presidents of the three institutions, while the University Broward Campus Administration is accomplished by the FAU provost for Broward County, an associate academic vice-president from FIU, and the BCC vice-president for academic affairs.

The provision of vocational, adult, and community instructional services is coordinated in Southeast Florida through five Regional Coordinating Councils,

one contiguous with each of the five community college districts. These councils were initially established in 1971, but were greatly modified by the Legislature in 1983. At that time, the role of the councils was enhanced and membership was adjusted to include no fewer than 51 percent lay members. Duties of the councils are broad and include assignment of fiscal and programmatic responsibilities for vocational, adult, and community instructional services; the conduct of needs assessments and priority determination; program review, approval of new programs, and termination of programs.

Finally, the current structure in the region includes the Southeast Florida Educational Consortium, established in 1976 as a voluntary association of public and independent community colleges, colleges, and universities in Broward, Dade, Monroe, and Palm Beach counties. Formal membership in the consortium includes twelve institutions: FAU, FIU, Broward and Miami-Dade Community Colleges, Palm Beach Junior College, and seven independent institutions: the University of Miami, Barry University, Florida Memorial College, St. Thomas University, Nova University, International Fine Arts College, and Miami Christian College. The consortium is organized "to plan, provide, facilitate or enhance on a regional basis comprehensive, complementary, and cost-effective educational programs" and other activities, and "to foster interaction among colleges and universities..."

III. THE MERGER OPTION

The legislative proviso language directing the Commission to study the "appropriate configuration of public postsecondary institutions in Southeast Florida," includes a requirement that the ensuing "recommendations shall address the feasibility of forming a single public 4-year institution with multiple campuses." To examine the feasibility of merging Florida International University (FIU) and Florida Atlantic University (FAU) the Commission has reviewed the literature and activities of other states as well as recent Florida activities regarding mergers of public postsecondary education institutions; examined the general, demographic, and educational enrollment characteristics of Southeast Florida; analyzed the common rationale for mergers as applied to a merger of FIU and FAU, as well as the disincentives often associated with such mergers; and conducted public hearings on this topic in three locations in Southeast Florida.

A. Master Plan and Other Guidelines

As mentioned earlier, the Board of Regents in 1980 examined the feasibility and desirability of merging state universities in Florida, including FIU and FAU. The policy decision of the Board at that time is stated as follows:

> A review of the literature on the subject of university mergers and placement of public institutions in Florida leads to the conclusion that there is no compelling need to merge any of the public institutions within the state, nor is there any evidence to support the contention that any such merger would result in operating economies or in improved quality of educational programs. The task force therefore recommends against any mergers of public institutions. The delivery of additional services, when needed, can be accommodated through existing institutions and through cooperative degree efforts between and among institutions.

In 1982, the Postsecondary Education Planning Commission completed the first Master Plan for Florida Postsecondary Education, which was subsequently adopted by the State Board of Education and the Legislature. As stated in the introduction:

> The Plan focuses on the actions required to strengthen postsecondary education more than on governance or institutional structures. Recommendations on organization and management relate to improvements within the existing structure of postsecondary education. No major structural changes, such as mergers of institutions or significant modifications of state governing or coordinating boards, were considered.

Instead, "a major concept of the Master Plan is to build a more unified, cooperative and coordinated system with effective linkages among the various segments, and between postsecondary education and the community."

Soon after completion of the Master Plan, the Commission was directed by the Legislature to "...study mergers of upper level universities and community colleges..." Within the context of this study the Commission stated that:

"Consideration of possible changes in institutional structures should be considered only to the extent that a greater number of educational needs would be met, or that they would be met with higher quality, or at a lower cost without sacrifice of quality." The Commission on this occasion recommended rejection of the concept of mergers of community colleges and (then) upper-level universities.

B. Review of the Literature and Activities in Other States

In response to legislative interest, the Board of Regents of the State University System of Florida (SUS) conducted several policy studies in 1980 including one on university structure which, in turn, contained an examination of the feasibility and desirability of merging certain universities within the SUS, including FIU and FAU. The SUS Task Force on University Structure conducted a review of the literature available at that time. They noted that the primary text on the topic was a 1976 study by John Millet of the Academy for Educational Development entitled Mergers in Higher Education: Ten Case Studies, in which Millet reviews and analyses five mergers between independent institutions, three mergers between state institutions and municipal institutions, one merger between a state college and a public technical institute, and one merger between a state university and an independent college.

The Task Force staff summarized Millet's conclusions as follows:

1. The path to merger does not run smoothly;

2. Faculty, students, and alumni generally oppose mergers;

3. Geographical proximity plays a major role in helping to bring about mergers;

4. Pre-planning is important to successful merger;

5. Complementary instructional programs rather than duplicated or competing programs appear to make mergers more acceptable;

6. It takes time to work out a merger arrangement and acceptance of the merger takes time;

7. There is a considerable difference between a merger process under the lash of financial stringency and a merger where the objectives are essentially ones of building a strengthened university;

8. The most troublesome part of merger is the consolidation of academic or instructional departments;

9. In a public university system it is difficult, if not impossible, to use financial emergency as the motivating factor for merger, as there is always the possibility of raising more public revenue to finance needs;

10. Every merger is unique;

11. Impact on alumni giving varies. If merger can be shown to result in improved quality, very little adverse effect will occur.

The Commission staff has conducted a search of the ERIC (Education Resources Information Center) and Dissertation Abstracts data bases to update the literature review conducted by the SUS Task Force in 1980. Millet's study remains the primary text on the topic of mergers of postsecondary education institutions. Most of the more current literature is focused on descriptions of problems encountered in implementing mergers; on case studies limited to single mergers; and on guides and advice on "how-to" implement a merger, usually for reasons of financial exigency.

Most mergers involve independent institutions, and are often stimulated by dwindling enrollments and financial difficulties. Perhaps the broadest view of mergers since Millet is Gail Chambers' chapter in Challenges of Retrenchment, edited by Jim Mingle, in which Chambers describes various mergers from the 1960s and 1970s and advises independent institutions on problems and opportunities in negotiating mergers in the 1980s. He observes that Millet "found that either immediate or anticipated financial distress was the determining force behind college mergers. ...an institution electing merger only if it could save or strengthen its operation."

Mergers of public postsecondary education institutions are uncommon but not unknown. To supplement the literature search for information about such mergers, the Commission staff conducted telephone interviews with representatives of The Education Commission of the States; the State Higher Education Executive Officers association; the Western Interstate Commission on Higher Education; the Southern Regional Education Board; and the states of Connecticut, North Dakota, Maine, Massachusetts, Mississippi, Missouri, South Dakota, Tennessee, and West Virginia.

To summarize the results of these discussions, the merger of public postsecondary education institutions is rare and difficult, particularly if the impetus for merger is from the state rather than from the institutions. The few examples of successful mergers of this nature involved institutions of complementary roles in very close proximity (less than 15 miles).

These findings are consistent with those of Millet. Often these types of mergers involved community colleges or state colleges joining with neighboring technical institutions, but a few instances of mergers or attempted mergers of public degree-granting institutions have occurred in recent years.

In West Virginia, a forced union between Bluefield State College and Concord College in 1973 resulted in a dissolution of the union three years later, after great hostility and additional expenditure rather than anticipated savings (the merger had necessitated an additional administrative layer).

The University of Southern Maine has been created out of the University of Maine-Portland and Gorham State College after more than ten years of reported dissension and hostility. Success was achieved only after time allowed for the replacement of recalcitrant personnel, and an infusion of additional state funds. No facilities were closed, no faculty laid-off, and no savings realized

in the short-term (the merger occurred in 1971), and in this case the institutions met the criteria of proximity (15 miles) and complementary programs.

Also in 1971, Springfield State Teachers College was attached to the University of South Dakota-Vermillion by the state legislature. (It should be noted that the population of South Dakota declined during the ten years preceding this merger attempt.) No significant savings are reported, and anticipated advantages were not realized. In 1983, the Springfield institution was closed and converted to a correctional facility despite reported high levels of community hostility and opposition. In this case, the institutions were about 60 miles apart, and the programs may have been too disparate: USD-Vermillion is a liberal arts institution and the Springfield college was vocationally oriented.

In 1979, the State of Tennessee was ordered by the federal court system to merge traditionally white University of Tennessee-Nashville into the traditionally black Tennessee State University. Subsequent studies by the SREB indicate that better results may have been obtained in Norfolk, Virginia and Savannah, Georgia through cooperative programs between traditionally black and traditionally white institutions.

The Missouri Coordinating Board for Higher Education proposed in 1984 the merger of Stowe State Teachers College with the University of Missouri-St. Louis to enhance the quality of the former. The two institutions are eight miles apart. In this case the General Assembly decided against the merger after strong opposition from the black community: Stowe is a traditionally black institution. The Board had not anticipated any economic benefits from the merger.

In 1985 the Mississippi legislature attempted to merge the Mississippi University for Women with Mississippi State University. The state attorney general ruled that the merger could not be accomplished because the former was established as a free-standing institution.

IV. SOUTHEAST FLORIDA CHARACTERISTICS

Within the service areas of FIU and FAU are eight counties extending from Key West to Sebastian and encompassing 8,597 square miles and 3,883,004 persons (1984 BEBR estimated population), more than one-third (35.52%) of the total state population (Table 1). In 1985-86, more than 26,000 students are expected to graduate from public high schools in the region.

In Southeast Florida the primary college age group is projected to decline slightly in number by 1990 and then increase slightly by 1995. These changes are not consistent throughout the region, however. In Dade and Monroe counties the decline is constant throughout the remainder of the century. In Broward County growth is relatively small, projected to be 5,000 persons in the next ten years, or 5.1% growth over the period. Palm Beach County will experience steady growth through the remainder of the century, adding nearly 8,000 persons in the 18-24 age group during the next ten years.

The secondary market group for colleges and universities, 25-44 year olds, is projected to grow steadily in Southeast Florida through the remainder of the century, particularly in the next five years. Projected growth again varies greatly by county, consistent with projections of traditional college age persons and high school graduates. Greatest growth in this age group is in Palm Beach and the other northern counties of the region. The least growth is expected in Broward, Dade, and Monroe counties. Dade and Monroe are projected to have fewer persons in this age group in the year 2000 than in 1990.

Projections of public high school graduates generally follow the patterns observed in projections of traditional college age persons. For the last five years the number of high school graduates has declined statewide. During the next five years the trend will be reversed in all regions of the State except South Florida, where the number of graduates are projected to be slightly fewer in 1995-96 than in 1985-86. For all regions of the State, particularly the South, terrific growth in the number of high school graduates is expected during the last five years of the century.

Within Southeast Florida, projections of high school graduates vary greatly by county. Dade, Broward, and Monroe will experience declining numbers of graduates during the next five and ten years with fewer graduates projected for 1995-96 than for this year (1985-86). Palm Beach and the northern counties of the region, on the other hand, will essentially grow in numbers of graduates throughout the period, with greatest growth in Palm Beach County.

Postsecondary education enrollments are expected to decline nationally during the next five years. The National Center for Education Statistics (NCES) predicts a five percent drop in full-time students between 1985 and 1990. A portion of this decline is expected to be offset by increased attendance by older, part-time, women, and minority students. In the mid-1990's the trend will reverse and increased numbers of high school graduates will be entering the nation's colleges and universities. But for the next ten years, the pool of traditional entering freshmen in Southeast Florida will be flat, even diminishing, at less than 12,500 students per year.

Enrollment at public and independent colleges and universities in the region in Fall 1983 included more than 120,000 students at all levels from freshman to doctoral student. Only 15,199 of these students were enrolled in public universities (12.3%). During the same term, more than 77,000 (62.7%) were enrolled at public community colleges and more than 30,000 (25%) were enrolled at independent colleges and universities in the region (Table 2).

The State University System staff has compared the number of public universities and four-year or baccalaureate degree granting institutions per 1,000 persons in Florida to the number of such institutions in other states. According to their calculations, Florida has fewer state universities (per capita) than any other state in the nation, at one state university for each 1,082,000 people (based on 1980 Census data). Of course, a major reason for this low number of state universities per capita is the state policy of reliance on the two-plus-two system whereby the 28 public community colleges provide most of the freshman and sophomore instruction to Florida postsecondary education students. In comparison, however, the State of California has one public university or four-year degree-granting institution for each 764,000 persons; New York, one for each 428,000 persons; Texas, one for each 385,000 persons; North Carolina, one for each 367,000 persons; and Georgia, one for each 321,000 persons. Either on the basis of numbers of universities, or on the state university share of higher education enrollments in Southeast Florida, it is difficult to conclude that the State in general and Southeast Florida in particular are overpopulated with state universities.

V. PUBLIC HEARINGS

The Commission conducted three public hearings in Southeast Florida to receive testimony on coordination structure options, including merger, from legislative, civic, and business leaders, and representatives of the media and the various constituencies of public and independent colleges and universities: students, faculty members, alumni, and administrators. With only one exception among the dozens of persons who testified, testimony was unanimously opposed to a merger of FIU and FAU. Those who testified were supportive, however, of a coordinated planning approach involving consideration of both public and independent institutions.

The minutes of the three public hearings, including synopses of the testimony, are attached (Appendix B). In addition, two formal resolutions against the possible merger were received subsequent to the public hearings and these are also attached (Appendix C). At the first hearing, business and industry spokespersons expressed concern that merger would be rejected by the community and harm support from business and industry. They noted that cooperation already exists between FIU and FAU and a "mega-university" structure is not needed to promote these efforts.

The Faculty Senate chairperson from FAU expressed concern about the effect of merger on educational programs, while a business leader described merger as "counterproductive" to the decentralization needed to meet the needs of the area. Student and alumni representatives, including one reportedly representing more than one thousand older students at FAU, favored coordination but opposed merger. The FAU student government president opposed merger because of concerns about geographical access and "the potential for greater administrative bureaucracy."

These concerns were repeated at the two subsequent hearings. The president of FIU noted that a "mega-university" would not be responsive to the unique needs of each community, would create a layer of unwarranted management, and would add no greater quality or additional programs. Representative Weinstock stated that merger made "no sense" since the delivery of educational services to students would not be improved, while detracting from the pressing educational concerns in Southeast Florida. Representative Young noted that the key issue should be enhancement of the quality and quantity of services offered, rather than merger. Several persons testified that the needs of Broward County are being addressed through current cooperative efforts. The FAU provost for Broward County reported that a common bulletin is published and 64 university programs are now offered in the county.

Dr. Roy McTarnaghan, Vice-Chancellor for Academic Affairs of the State University System, reported that the Board of Regents has twice studied and rejected the concept of merging FIU and FAU. Student leaders and others expressed concern about the loss of institutional identity which may follow a merger.

In summary, with a single exception, all persons testifying at the three public hearings in Palm Beach, Broward, and Dade counties opposed the concept of merging FAU and FIU. In addition to the concern about loss of institutional identity and resultant diminished community and business support for each

university, these persons expressed concern about creation of an additional bureaucratic layer, the lack of anticipated cost-savings, and the loss of momentum for completion of the Southeast Florida Plan which would result from a diversion of effort to accomplish a merger.

VI. CONCLUSIONS AND RECOMMENDATIONS

The review of the literature and discussions with other states show that mergers of public universities are difficult and rare. The rarity is apparently for good reason. Examples of successful mergers of such institutions are few, and even those instances which have resulted in a successful conclusion have often been plagued by years of hostility and controversy, and few if any economic benefits. In fact, most attempts at mergers of this sort seem to result in additional expenses through the creation of additional administrative layers or through the infusion of additional state funds to boost faculty pay or add new programs, in most cases to appease disgruntled constituencies.

Where mergers have eventually succeeded, the institutions were in close proximity (15 miles) and entered the merger with complementary programs. Florida International University-Tamiami is more than 55 miles from Florida Atlantic University in Boca Raton. The Bay Vista campus of FIU is more than 40 miles from FAU, and these miles are crowded with very high density traffic. Although the Southeast Florida Plan of 1983 and the Comprehensive University Presence plan of 1985 represent efforts to assign complementary roles to these two institutions at the advanced graduate and professional levels, the basic missions of both FIU and FAU to provide primarily upper-level baccalaureate opportunities to the citizens of Southeast Florida are much more the same than they are different (Appendix A).

The same concerns encountered in other states were reported in testimony at the three public hearings in Southeast Florida. Almost unanimously, those testifying perceived numerous detriments and no benefits to a merger of FAU and FIU.

The experiences of other states and the evidence of the current situation in Southeast Florida do not support the feasibility of merging Florida International University and Florida Atlantic University. Instead, as the Board of Regents advised in 1980, and as the Master Plan, the Southeast Florida Plan, and the Comprehensive University Presence plan have advised subsequently, cooperative efforts between these two public universities and other postsecondary institutions in Southeast Florida should continue and grow to meet the postsecondary education needs of the citizens of the region.

1. Florida Atlantic University and Florida International University should <u>not</u> be merged into a "single public 4-year institution with multiple campuses."

As noted in the introduction, however, the "primary objective" of this study is identification of a "structure for ensuring coordination and the delivery of educational opportunities..." in Southeast Florida. The Commission examined several options in addition to that of merger.

The Regional Coordinating Councils within the region could be identified to provide coordination of postsecondary education opportunities. These councils, however, are not a single body; have extensive responsibilities for vocational, adult, and community education, and their membership reflects this emphasis; and, in their current form, the councils are new and undergoing initial

evaluation. For these reasons, the councils do not provide the appropriate coordination structure for all postsecondary education in Southeast Florida.

The Southeast Florida Education Consortium has been proposed as a possible vehicle for coordination. The Consortium has become more active recently with the addition of a new full-time director, yet it remains, and should remain, a voluntary organization which acts in an advisory rather than an administrative role. As such it serves as a valuable communication vehicle for area institutional presidents, but it would not be an appropriate coordination structure. Consideration should be given, however, to the inclusion of Indian River Community College (as the northernmost college in the FAU service area), Florida Keys Community College, non-participating independent institutions in the area, and business representatives to the Consortium's membership. Testimony received by the Commission at the public hearings was supportive of such enhancements to the current Consortium.

2. Neither the Regional Coordinating Councils for Vocational, Adult, and Community Instructional Services nor the Southeast Florida Education Consortium should be designated as the appropriate coordination structure for all postsecondary education in Southeast Florida.

The Commission recommends that a planning structure be developed from standing Southeast Florida committees which should be created by the Board of Regents, the State Board of Community Colleges, and the Postsecondary Education Planning Commission to address the needs of the citizens of Southeast Florida as well as the needs of all public and independent colleges and universities in the region. These statutory boards have the major statewide program assignments for the state universities, community colleges, and independent colleges and universities. The three committees should meet jointly on a periodic basis to assess progress toward meeting the full spectrum of postsecondary education needs of the region. In addition, the committees can play a leadership role in implementing the Southeast Florida Plan in a coordinated manner, and in the important area of enrollment planning. These committees should be advisory to their respective boards, which should maintain authority for programmatic decisions and formal action. In this way, creation of an additional bureaucratic layer is avoided, and the needs of the entire State can be weighed against the unique needs of Southeast Florida. Development of the Southeast Florida Plan in 1983 demonstrated the ability of two boards to work together to plan for the needs of the region. A further example of joint planning in the region by all three boards was provided recently by development of the legislatively directed ten-year enrollment plan.

The 1983 Plan, however, did not include community colleges as it related to advanced graduate and professional education only, and the plan was not completed as certain program areas were left unaddressed. The initial activity of this joint Southeast Florida planning group should be completion of discussions on these graduate and professional programs. Individual institution presidents should be invited to participate in these joint meetings, but membership should be limited to representatives of the three boards.

3. Standing Southeast Florida committees should be created by the Board of Regents, the State Board of Community Colleges, and the Postsecondary Education Planning Commission. These committees should

meet jointly on a periodic basis to address the postsecondary education needs of the citizens of Southeast Florida as well as the needs of all public and independent colleges and universities in the region.

Broward County is an integral part of Southeast Florida, and much activity is now directed toward meeting the postsecondary education needs of the residents of the county. A workable structural organization is in place, and the Fort Lauderdale Downtown Tower is nearing completion. The formal FAU, FIU, BCC agreement with the county library is working well and should be fully supported. The joint planning group described above should closely follow these activities and support planned program growth.

4. Consideration should be given to the development of a joint catalog between Florida Atlantic University, Florida International University, and Broward Community College to describe coordinated program offerings in Broward County similar to that developed jointly by the University of West Florida and Okaloosa-Walton Junior College. Course offerings should be identified through the statewide course numbering system to assure transferability of credit and to provide the basis for a strong local articulation agreement.

In summary, the Commission concludes that Florida Atlantic University and Florida International University should not be merged into a single institution. Instead a coordination structure, as called for in the proviso language describing this study, should be developed from standing committees of the Board of Regents, the State Board of Community Colleges, and the Postsecondary Education Planning Commission.

TABLE 1

SOUTHEAST FLORIDA
GENERAL CHARACTERISTICS

COUNTY	AREA SQ MILES	POPULATION EST 4/1/84	DENSITY: PERSONS/ SQ MILE	1985-86 PUBLIC HS GRADS
BROWARD	1,211	1,100,777	908.98	7,264
DADE	1,955	1,744,113	892.13	12,099
INDIAN RIVER	497	74,162	149.22	571
MARTIN	555	77,519	139.67	602
MONROE	1,034	68,752	66.49	402
OKEECHOBEE	771	23,878	30.97	225
PALM BEACH	1,993	682,638	342.52	4,526
ST. LUCIE	581	111,165	191.33	626
REGION	8,597	3,883,004	451.67	26,315

PEPC/MRA/11-8-85

SOURCES: DOE SP/MIS. 1983 FLORIDA STATISTICAL ABSTRACT.
BEBR BULLETIN NO. 72, MARCH 1985.

TABLE 2

SOUTHEAST FLORIDA HEADCOUNT ENROLLMENT: FALL 1983

STATE UNIVERSITY	UNCLAS	LOWER	UPPER	GRADUATE	TOTAL
FAU	1928	----	3101	949	5978
FIU	2916	184	5193	928	9221
TOTAL	4844	184	8294	1877	15199

COMMUNITY COLLEGE	A&P	VOCATIONAL	OTHER	TOTAL
BROWARD	8425	6606	6032	21063
FLORIDA KEYS	395	432	741	1568
INDIAN RIVER	2013	1506	1708	5227
MIAMI-DADE	22862	9559	5255	37676
PALM BEACH	7289	2655	1996	11940
TOTAL	40984	20758	15732	77474

INDEPENDENT COLLEGE OR UNIVERSITY	TOTAL ENROLLMENT	FLORIDA UNDERGRADUATE
BARRY UNIVERSITY	3677	1682
ST. THOMAS UNIVERSITY	3401	2508
COLLEGE OF BOCA RATON	664	229
COLLEGE OF THE PALM BEACHES	237	107
FLORIDA MEMORIAL COLLEGE	1750	1525
INTERNATIONAL FINE ARTS COLL.	277	96
NOVA UNIVERSITY	6207	801
PALM BEACH ATLANTIC COLLEGE	747	562
UNIVERSITY OF MIAMI	13860	5267
TOTAL	30820	12777

PEPC/MRA/11-20-85
SOURCES: SUS, SBCC, SBICU, UNIVERSITY OF MIAMI

APPENDIX A

MISSION STATEMENTS

Mission Statement

Florida Atlantic University

Florida Atlantic University (FAU) was founded in 1962 as an upper division and graduate university. In 1984, FAU enrolled the first freshman class in a limited access lower division program. The university now offers a broad range of programs to students at the undergraduate and graduate levels. Six colleges offer degrees in sixty programs at the baccalaureate level, thirty-five at the master's level and six at the doctoral level. In addition, seven doctoral programs are offered in cooperation with the University of Florida.

FAU successfully fulfills its regional mission by providing access to quality undergraduate programs which attract students who have attended community college in the service area and to a limited number of select first-time-in-college students. FAU enrolls 45 percent of the students who transfer to the State University System from community colleges in the area. In addition, rapidly developing high technology industries in the region have attracted a population which expects access to a broad spectrum of higher education at all levels, including graduate and advanced graduate programs. Consequently, the total student enrollment is more cosmopolitan than might be assumed, for the majority of FAU students previously attended colleges and universities outside of the regional service area.

The character of the student body reflects the evolving development of FAU into a comprehensive university noted for the high quality of its programs, faculty and students. The service area population growth is projected to continue, with the 1980 population of 1.8 million increasing to 3 million over the next two decades, bringing the geographic center of

population of Southeast Florida to the vicinity of the Broward/Palm Beach county line. This growth has been and will be marked by a large degree of cultural and ethnic diversity, an influx of high technology and increasing demand for services from supporting public systems of all types, including higher education through the advanced graduate level.

By virtue of its strategic location and the quality foundation which it has built, FAU is in a unique position to provide the education experiences demanded by a population that will continue to increase in numbers and sophistication. With the support of the Board of Regents and the Legislature, in addition to its strong educational base in the arts and sciences, FAU has responded in part to the need for increased educational opportunities by establishing applied programs in such areas as engineering. social work, criminal justice, nursing, medical technology, computer systems, health administration, and communication. As FAU continues to grow, the range of undergraduate, graduate, advanced degree and professional programs and of undergraduate, graduate, advanced degree and professional programs and of research and development institutes will be expanded to encompass those characteristics of a fully comprehensive institution of higher learning.

In this effort, FAU faculty and staff will continue to plan cooperatively with FIU and other colleges and universities which also meet some of the needs of the population of the area. Cooperative planning and implementation of programs will insure orderly, effective, and efficient growth and development with the resources available.

Mission Statement

Florida International University

Florida International University is a comprehensive, urban and multi-campus institution offering a broad array of undergraduate and graduate programs in the state's largest population center. Through its colleges and schools, the university offers degree programs at the bachelor's, master's and doctoral levels, conducts basic and applied research, and provides public service.

Chartered in 1965, the university opened its doors in 1972 as an upper division and beginning graduate institution to the largest entering class in United States collegiate history. Since then, it has developed a four-year undergraduate program with highly selective admission standards for entering freshmen, and Ph.D./Ed.D. programs for advanced graduate study. New colleges of Engineering, Nursing, and Health Sciences have been added to prepare professionals for needed careers in these growing fields.

The university's location in a vibrant and growing metropolis enables it to provide educational services in the context of an urban environment, rich in its diversity of people, languages and culture. Further, the international stature of the Greater Miami community allows the university faculty and student body a special opportunity to study ways to promote greater international understanding. The twin themes of an urban and international university community run strongly through the institution's curriculum and programs.

Preparation of men and women for work in the urban professions--business, education, engineering, hospitality management, public affairs, health sciences and communications--are emphasized and built upon a strong

foundation in the arts and sciences. Further development of the university's programs in the visual and performing arts, and the biological and physical sciences will be a priority over the next decade to ensure cultural leadership in the community, and appropriate preparation for living in the advanced technological and information-based society. The projected growth and diversity of the metropolitan area to be served require FIU to be responsive to emerging needs in the areas of international business, high technology industry, health and social services, communications and the public schools.

International commitments are an important focus on FIU's mission. Some thirty-five agreements now exist with Latin American and Caribbean institutions of higher learning. Activities in international banking and finance are building strong relations with centers in Europe. The Latin-Caribbean Studies Center and the Inter-American University Council of Economic and Social Development, housed at the university, are further evidence of the university's realization of its international dimension.

Four-year status has helped the university bring the strength of its two campuses into increased functional harmony in order to better serve students and the community. This has meant building closer educational relations with Florida Atlantic University. The scope of FIU's responsibility for meeting the public's needs for higher education in Dade and Monroe counties is being expanded to include rapidly growing Broward County. The combined work of the faculties of the two universities is hastening the development of coordinated degree program offerings, research, and service to the public and private sectors in Broward County.

The student body now numbers 16,000, with about half of the students attending part-time, and about 10 percent from abroad. The university will

continue to balance its programs for full and part-time degree seeking students and to address the special needs of mature students and lifelong learners so characteristic of South Florida. On-campus housing and a variety of student support services at the Tamiami and Bay Vista campuses are both available to encourage complete development of the student in a collegiate environment.

APPENDIX B

PROGRAM COMMITTEE MEETINGS
MINUTES

POSTSECONDARY EDUCATION PLANNING COMMISSION

Program Committee Meeting
Florida Atlantic University
October 7, 1985

Committee Members Present:	Harry Smith, Chairman Maggie Black John Robert Middlemas
Staff Present:	Tom Furlong Linda Recio

The meeting was called to order by Chairman Smith at 2:10 p.m. Mr. Smith introduced Committee members and staff.

Dr. Helen Popovich, President of Florida Atlantic University, welcomed the Committee and stressed the importance of the Committee's legislative charge. She indicated that Florida Atlantic University was against merger, but not against an examination as to how postsecondary education needs can best be met in Southeast Florida. President Popovich underscored the unique identity of both Florida International University and Florida Atlantic University and the work which had been done to date by the Board of Regents in promoting cooperation and coordination. Dr. Popovich concluded by providing examples of ways in which FAU is meeting the needs of Southeast Florida and emphasized that there would be no economic advantages to merger.

Dr. Furlong then explained the Commission's role as the state coordinating board for postsecondary education, and stressed that the Commission's broad perspective would ensure the participation of community colleges and public and independent postsecondary education institutions in any Southeast Florida program coordination structure. Dr. Furlong read the proviso language for both the Southeast Florida Coordination Structure Study and the Graduate Programs Study which are due to the Legislature on February 1, 1986 and March 1, 1986, respectively. He stated that three public meetings would be held - today's meeting in Palm Beach, and subsequent meetings in Broward and Dade counties.

The Chairman opened the meeting to public testimony; a summary of that testimony follows.

Vincent Forest - Undergraduate Student, College of Engineering, Florida Atlantic University

Mr. Forest testified that he was opposed to any merger of Florida International University and Florida Atlantic University. Mr. Forest expressed concern that a proposed merger might jeopardize the reputation of each university and the disciplines for which they now have a national reputation.

Joseph Orr - Assistant Superintendent, Palm Beach County Schools

On behalf of Superintendent Tom Mills, Dr. Orr expressed support for FAU and requested that no merger take place. He described the improved relationship between the College of Education and Palm Beach County's public schools and the needed resources and services which are being provided by College of Education faculty. Dr. Orr emphasized that Palm Beach County is one of the fastest growing areas in the country and FAU is responding to the needs of the vast array of citizens in the community.

William Leonard - Member, Board of Regents

As a citizen of Broward County and a member of the Board of Regents, Mr. Leonard complimented the Committee on its efforts to promote coordinated efforts in Southeast Florida. He stressed that merger was only one of the issues being addressed by the Committee and in his opinion, the examination of graduate programs and collaborative efforts between institutions was more important. He urged the Committee to give the 1983 Southeast Florida Plan and the 1984 Comprehensive University Presence Plan a chance to become functional before recommending changes. Mr. Leonard concluded his comments by stating he was against merger and reminded the Committee that the idea of an FIU/FAU merger is not new; Florida addressed the issue in 1975 and again in 1980. When asked by Mr. Middlemas if a structure is needed in the Southeast to support planning and coordination, Mr. Leonard responded that such a structure is in place now as exemplified by coordinated postsecondary programs in the area and, in his opinion, it is working.

Avery Fonda - Past Chairman, Citizen's Group for Higher Education

As past chairman of a business and industry group interested in promoting higher education in Southeast Florida, Mr. Fonda highlighted the importance of FAU to the business community. He stressed that any proposal to alter the composition of FAU would be rejected by the community, and that industry support for both FIU and FAU could be jeopardized with a merger.

Mr. Fonda concluded by reading from a March 1980 letter written by members of the business community which rejected the merger of the two public universities in Southeast Florida.

Ron Asaaf - President, FAU Foundation

As Chief Executive Office of Sensoramatic in Palm Beach County and President of the FAU Foundation, Mr. Asaaf stated that the merger of FAU and FIU holds no appeal. FIU and FAU do have complementary programs with shared facilities when necessary and a mega-university structure is not needed to promote these coordinated efforts. He noted that FAU has a good working partnership with the community and the public service role of

both institutions may be decreased with a merger. Finally, Mr. Asaaf expressed concern that a merger might jeopardize the private financial support which the FAU Foundation now receives.

Clem Winke - President, Boca Raton News

Mr. Winke prefaced his comments by stating that he will be answering the question "What does the community think of FAU and the possibility of a merger?". As a news publisher, he stressed that he is in a unique position to reflect the viewpoints of the local community and the community supports FAU. The success of FAU as a major university in Southeast Florida has been contingent upon its community support. Mr. Winke stated that his paper has never received a letter from a business or an individual in the community which has supported the merger of FIU and FAU.

Bill Howden - Vice President, Pratt-Whitney

Mr. Howden stated that industry is opposed to an FIU/FAU merger. Mr. Howden stressed that Palm Beach County is expanding rapidly towards the north and the merger with a university in the south (in Dade County) would strongly be opposed by the business and industry leaders in the area.

Pat Dyer - Vice President for Academic Affairs,
Palm Beach Junior College

Dr. Dyer provided examples of cooperative ventures between PBJC and FAU, and stated that PBJC has a campus located on the FAU site. She stressed that the junior college is against merger as the two universities are large already and both have unique identities. Dr. Dyer stated that any planning and coordinating structure for postsecondary education in Southeast Florida must include representation of all postsecondary education institutions such as the Southeast Florida Educational Consortium.

Paul Gallager - Acting Vice President for Academic Affairs,
Florida International University

On behalf of the faculty, staff, students, and community at FIU, Dr. Gallager stated that Florida International University also opposes a merger. Dr. Gallager stressed that both universities and the Board of Regents, have already shown great cooperation through the development of the Southeast Florida Plan and the Comprehensive University Presence Plan. These plans provide a cooperative model and should not be altered through a merger of the institutions.

Roy LeVow - Chairperson, FAU Senate

Dr. LeVow stated that the FAU Faculty Senate and the university community oppose a merger. He emphasized that the geographic location of FAU in Palm Beach County has promoted much support

from the local community. Dr. LeVow stressed that the broad array of complementary, but unique, programs offered by the two institutions provides a vast range of educational experiences for postsecondary students. This uniqueness in programs has also promoted business and industry support of each university. A merger may jeopardize these opportunities and support.

Chris Carson - FAU Alumnus

As a recent graduate of FAU, Mr. Carson emphasized that he was proud of the university and its accomplishments. He opposes a merger because students may need to travel farther to receive a quality education and therefore the costs of an education would increase. Mr. Carson stressed that most students at FAU are working students who require local access to postsecondary education. According to Mr. Carson, cooperation and not consolidation are needed.

Susan Couganour - President, FAU Alumni Association

Ms. Couganour stated that the alumni association supports the Southeast Florida Plan, but strongly opposes a merger with FAU. A written resolution which reflects the association's position will be sent to the Commission. The alumni association at FAU has grown, and financial support in recent years has increased. Ms. Couganour expressed concern that a merger may undercut this growing support for FAU by its former students.

John Makris - Greater Boca Raton Chamber of Commerce

On behalf of the businesses and industry in Boca Raton, Mr. Makris stated that the Chamber supports the Southeast Florida Plan and the Comprehensive University Presence Plan as more efficient and superior to a merger. The "Path to Excellence" and its emphasis on decentralization are needed; a merger would be counterproductive. Mr. Makris stressed that the community identifies with its university, and therefore contributes programmatically and financially to support the institution. Mr. Makris shared the Chamber's 1980 resolution, which opposed merger.

When asked if the Chamber would be willing to participate in a coordinated structure for postsecondary education in Southeast Florida, Mr. Makris responded affirmatively and stated that he would confer with Chamber officials in the area on their participation in a coordination structure.

Howard Wade - Director, Society of Older Students, FAU

Mr. Wade prefaced his remarks by stating that he represented over one thousand older students at FAU who are very concerned about postsecondary education. The society favors coordination, but opposes merger. Older students are grateful for the continuing education and degree opportunities which FAU offers. The society provides scholarships and annual donations to the FAU Foundation.

According to Mr. Wade, if FAU lost its personality, society members may not be as generous with this financial support.

Hugh Adams - President, Broward Community College

Dr. Adams stated that he has seen no evidence to support a merger of FAU and FIU. Community colleges in Southeast Florida now have cooperative endeavors with both institutions and a merger is not needed to facilitate this.

Dr. Adams stressed that the financial situation at BCC is critical and he would support a merger of BCC with another institution only if funding for BCC would be improved through such a merger; however, merger is not his preference.

As the founding Chairman of the Southeast Florida Educational Consortium, Dr. Adams was asked about the feasibility of the Consortium as the structure for ensuring coordination and the delivery of educational opportunities in Southeast Florida. Dr. Adams responded that the Consortium would be an appropriate structure in that all educational sectors are represented; however, he noted that the Consortium is a voluntary organization and that institutions currently only cooperate when it is appropriate to do so. President Adams added that it would be possible to add lay members to the existing Consortium.

Roy McTarnaghan - Vice Chancellor for Academic Affairs, Board of Regents

Dr. McTarnaghan began his remarks by sharing that Florida does not have an excessive number of senior institutions per number of citizens. The national average is one institution per 375,000-400,000 citizens, while in Florida this ratio is one to one million. Dr. McTarnaghan stressed that coordination and cooperation are imperative and he believes they are currently taking place across sector lines through several existing councils in Southeast Florida. Dr. McTarnaghan cited the efforts of regional coordinating councils, current ten-year enrollment planning, and the Comprehensive University Presence Plan as areas in which cross sector cooperation and coordination have been facilitated; he stated that a new coordinating structure may not be needed in Southeast Florida.

Dr. McTarnaghan noted that each state governing and coordinating board includes a broad spectrum of lay members and that perhaps a joint committee of the Commission, the Board of Regents, the State Board of Community Colleges, and the Independent Colleges and Universities of Florida could provide the structure for program coordination.

Bill Proctor - Assistant Executive Director, State Board of Community Colleges

Dr. Proctor stated that the State Board of Community Colleges endorses the strengthening of a planning and coordination

structure for postsecondary education in Southeast Florida. Dr. Proctor applauded the joint efforts of the state boards in the current enrollment planning process and also the Commission's efforts in studying the community college finance system. Dr. Proctor cited two possible avenues available for the planning structure: (1) the use of an educational consortium, and (2) a committee which includes representatives of each of the state governing and coordinating boards.

Dan Hyndman - Student Government President, FAU

Mr. Hyndman stated that students are opposed to a merger of FIU and FAU primarily because of the concern for geographic access and the potential for greater administrative bureaucracy. Students would not want to drive to Miami to take necessary coursework. An alternate structure for coordination and planning would be received positively by students.

Chairman Smith then summarized the testimony received at this first public hearing by stating that there was adamant opposition to a single public, four-year institution through the merger of FIU and FAU, but testimony indicated that positive support exists for a coordination structure for postsecondary education in Southeast Florida which would be representative of all sectors. Dr. Furlong added that it is important that Martin and Indian River counties provide testimony at future meetings as to their perceptions of postsecondary education coordination in the area.

In introducing Sister Jeanne O'Laughlin, Dr. Furlong reminded the Committee that although the Southeast Florida Educational Consortium is a voluntary structure, the Commission does maintain a linkage with the Consortium through the Postsecondary Education Cooperation Trust Fund which is currently funding the Consortium's High Technology Resource Center.

Southeast Florida Educational Consortium

Sr. Jeanne O'Laughlin, President of Barry University and current Chairman of the Southeast Florida Educational Consortium, prefaced her remarks by stating that the Consortium is currently undergoing change due to the Southeast Florida Plan and the lack of representation of the independent and community college sectors in that planning process.

President O'Laughlin described the seven year history of the Consortium as being project-oriented; however, several university presidents in the Consortium have recently expressed a desire to address key issues related to the Southeast Florida Plan and have emphasized a need for a common agenda for the Legislature. Major issues which are currently being addressed by Consortium presidents include Southeast Florida institutional enrollments, potential programs for contracts, and legislative requests

particularly as they relate to funding. Sr. O'Laughlin envisions the current Consortium as a tentative beginning for a potential coordinating structure for postsecondary educational programs in Southeast Florida. When asked whether or not there was a need for lay involvement, Sr. O'Laughlin responded affirmatively, but added that the top administrator of each institution must be involved and committed to the cause.

Graduate Programs Study

Dr. Recio provided Committee members with a status report on the Graduate Programs Study. She stated that existing master's and doctoral programs in each of the nine state universities as well as in seven of the largest independent universities would be included in the study. An inventory of graduate programs at these sixteen institutions and also a letter of request to the Chancellor regarding enrollment and degree information was shared.

To facilitate the graduate program cost comparisons as specified in proviso, Dr. Recio stated that a consultant from the National Center for Higher Education Management System (NCHEMS) was contracted to develop a survey through which comparable program cost data could be solicited on selected graduate programs in the public and independent sectors. Dr. Furlong added that a similar analysis of medical school program costs at the two public and one independent medical school is currently being conducted by the Board of Regents.

Dr. Recio concluded by stating that information on market demand for program graduates is currently being secured from the National Research Council, the National Science Foundation (for science and engineering graduates), the Florida Occupational Information Survey (FLOIS) and recent program reviews and new program approval studies completed by the Board of Regents.

Chairman Smith requested that Staff contact the Educational Testing Service to determine if relevant data is available on graduate programs. Mr. Smith also stated that the study should not focus on a qualitative evaluation of each graduate program, and that when possible, market demand projections for future graduates should be included. Ms. Black noted that qualitative assessments are necessary whenever a program in an independent institution is suggested for a possible state contract.

The next public meetings of the Program Committee are scheduled for the afternoon of November 12th in Broward County and the morning of November 13th in Dade County.

The meeting was adjourned at 4:40 p.m.

Following the adjournment of the meeting, Mr. Clarence Jones, Mayor of South Bay, arrived and stated that he would send a written statement to the Committee in opposition to merger.

POSTSECONDARY EDUCATION PLANNING COMMISSION

Program Committee Meetings
November 12 and 13, 1985

Commission Members Present:	Harry Smith, Chairman, Program Committee Maggie Black Jorge Dominicis Rosa Castro Feinberg John Robert Middlemas
Staff Present:	Tom Furlong Linda Recio

Florida Atlantic University, Commercial Boulevard Campus
November 12, 1985

The meeting was called to order by Chairman Smith at 2:05 p.m. Mr. Smith introduced Committee members and staff.

Dr. Furlong explained the Commission's role as the state coordinating board for postsecondary education, and stressed that the Commission's broad perspective would ensure the participation of community colleges and public and independent postsecondary education institutions in any Southeast Florida program coordination structure. Dr. Furlong read the proviso language for both the Southeast Florida Coordination Structure Study and the Graduate Programs Study which are due to the Legislature on February 1, 1986 and March 1, 1986, respectively. He stated that three public meetings are being held - the October 7th meeting in Palm Beach, and today and tomorrow's meetings in Broward and Dade counties.

Dr. Furlong described the ten-year enrollment plan which is currently being developed jointly by BOR, SBCC and PEPC staff as a related activity to address the educational needs of Southeast Florida. He reported on his recent visit to the Florida International University, Florida Atlantic University and Broward Community College joint postsecondary sites in Broward County and complimented the institutions on their joint efforts in the area. Finally, Dr. Furlong shared that Commission staff are developing a background paper on postsecondary institutional mergers that have taken place in other states and the factors which had promoted the mergers of postsecondary education institutions.

The Chairman opened the meeting to public testimony; a summary of that testimony follows.

Dr. Helen Popovich, President, Florida Atlantic University

Dr. Popovich welcomed the Committee to FAU's Commercial Boulevard Campus, and reiterated her October 7th comments by stating that FAU opposes merger. She cited several examples of cooperation between FAU and FIU in Broward County which promote quality undergraduate and graduate programs and she recognized the different strengths and needs of each institution. President Popovich complimented the Southeast Florida Educational Consortium as a useful tool to strengthen cooperation among the southeast institutions who choose to belong. The Broward Library was cited by the President as an example of the three institutions working together to spend the $780,000 in state funding for the expansion of library resources in the region.

Dr. Popovich stated that progress could be stopped, especially in Broward County, through an FIU/FAU merger as other factors, such as combining faculty and administrations, would need to be given priority.

Dr. Gregory Wolfe, President, Florida International University

Dr. Wolfe stressed that the growing needs of the businesses and industries in the area must be met. A mega-university would not be responsive to the unique identities of the local community and would create a layer of unwarranted management, not greater quality nor more programs. Dr. Wolfe stated that cooperation must lead to a high quality university presence. Private support is needed to support public universities and for each university to achieve its potential. Dr. Wolfe added that the effort to build effective linkages must keep the area's momentum going and relate business and industry to postsecondary education and the state's governing and coordinating boards.

Representative Eleanor Weinstock, Chairman, Joint Select Committee on Education Governance (K-12)

Representative Weinstock emphasized that education is big business in South Florida with $1.58 billion dollars being spent in the K-12 sector and $80 million being spent at FIU and FAU. She stressed, however, that combining FIU and FAU makes no sense since the delivery of student services would not be improved. According to Representative Weinstock, merger is a North Florida initiative which detracts from pressing educational concerns in Southeast Florida. A consortium effort would facilitate cooperation and should be advocated. However, she stressed that existing boards must participate in the process; a new group should not be created.

Representative Walter Young

Representative Young provided an historical perspective of his thirteen years in the Legislature and stated that when he first became a state representative Broward County had no private or public institution for higher education. However, with the

support of postsecondary institutions in the North and South, and through state resources, Broward County finally has facilities being built in downtown Fort Lauderdale. Representative Young stressed that the key issue is still not merger, but the quality and quantity of services offered. Additional programs are needed in Broward County.

Bob Levinson, REL Enterprises, FAU Foundation

Mr. Levinson prefaced his remarks by stating that the needs of students should be the State's greatest concern and that we must examine the quality of education students are receiving and the faculty who teach those students. Based on his recent experiences as author of the book The Decentralized Company, Mr. Levinson stressed that the trend in today's society is toward decentralization. Centralization tends to robotize people and education should not be treated as a big machine. Mr. Levinson noted that people associate with their university. Tremendous support exists for both FIU and FAU in their respective local communities. The financial support which both institutions receive through private donations is essential. Centralization is costly due to the additional layers of management it creates.

Dr. David Henson, Provost, FAU Broward Campus

Dr. Henson stated that Broward County's educational needs are being addressed. During the past two years an administrative structure has been established by FAU, FIU and Broward Community College to address these needs. Combined undergraduate and graduate programs are being planned and implemented. A common bulletin has been published and 64 program offerings are now available in the county.

A future endeavor will be to explore marketing strategies to recruit a pool of students to the Broward County campuses. Most students currently being served are afternoon and evening placebound students. Dr. Henson concluded by stressing that unnecessary duplication of programs is not occurring in the county.

Mary Lou Lackey, Education Chairman, South Florida Coordinating Council

As the educational representative of the area's largest business coordinating council, Ms. Lackey shared that business and industry have been involved in higher education. The council played a leading role in promoting legislative support for the Comprehensive University Presence Plan. The council has an excellent relationship with FIU, FAU and the Southeast Florida Educational Consortium. Ms. Lackey stressed that educational resources are limited; therefore, cooperation is essential. Merger is not necessary and it may impede progress. Institutions are now sharing facilities and cooperating.

Graduate Programs Study

Dr. Linda Recio provided the committee with a status report on the Graduate Programs Study. She stated that a data report requested by the Committee had been received from the Board of Regents regarding existing and proposed master's and doctoral programs in terms of students enrolled, student demand, market demand and degrees awarded. Similar data has been received from the seven selected institutions in the independent sector. Staff have begun the task of assimilating the data and developing the charts, graphs and tables of the data base. Some of these data were shared with the Committee.

Dr. Recio stated that a cost survey has been developed by the National Center of Higher Education Management Systems (NCHEMS) for generating comparable program cost information on the seven graduate programs selected for analysis in the public and independent sectors. The 40 completed surveys are expected in late November and will be sent to NCHEMS for preliminary analysis. Dr. Recio concluded by sharing a coy of the proposed outline for the final report. A draft report will be available in January.

Dr. Roy McTarnaghan was asked to explain the large decrease in master's degrees awarded between 1977-78 and 1983-84. He responded that the field of education accounted for most of the loss in the number of master's degrees awarded in Florida and nationally, as well. Dr. McTarnaghan added that no increases in doctoral and master's degree program enrollments are being projected by the Board of Regents for the next five years in Florida.

Mary Anna Fowler, FAU Foundation Member

Ms. Fowler stated that the foundation's success is contingent upon donations and that donors need and expect identity with the institution to which they are donating. For this reason, a merger would jeopardize donations.

Bill Dover, FAU Research and Development Authority Member

Mr. Dover stated that this was the fourth time in fifteen years he had voiced opposition to merger. Mr. Dover stressed that no benefits exist for a merger. He cited the accomplishments of the FAU Research and Development authority in Palm Beach and Broward counties and that merger and the addition of Dade County would not assist in research and development efforts.

Christine Lambertus, FAU Broward Advisory Committee

As a Broward County resident and advisory committee member, Ms. Lambertus stated that there are no economic benefits to Broward County students and the community with a merger of FIU and FAU. FAU and FIU are now expanding their program offerings in a unique and diverse manner and a merger would not facilitate this projected growth in services.

Sue Hammond, FAU Student

As a Broward honors scholar at FAU, Ms. Hammond recognized the quality education she has received at FAU. Ms. Hammond added that students must identify with their school and a merger might dilute this identity.

Jim Garver, President, Broward Economic Development Board

Mr. Garver stated that the expanding educational needs of the high technology industry in Broward County must be met. A merger would not facilitate the meeting of such needs. FAU, FIU and the University of Miami must listen to the needs of business and industry in the area. Greater cooperation is needed and not more campuses.

When asked by Mrs. Black if business and industry would help support the cost for additional program offerings, Mr. Garver responded affirmatively.

Dr. Hugh Adams, President, Broward Community College

Dr. Adams prefaced his remarks by requesting that the Committee review the comments he made on October 7th. He had been asked by Sr. Jean O'Laughlin to represent the Southeast Florida Educational Consortium at the meeting. Dr. Adams noted that the Consortium presidents had met after the October 7th meeting and that the Presidents would file a report with the Commission in December on their needs for cooperative program planning. At their meeting, the Consortium presidents noted that weaknesses and strengths existed should the consortium serve as the agent for cooperation. When asked for his suggestions for improvement if the consortium is used, Dr. Adams responded that a voluntary structure may inhibit cooperation since an institution can choose not to participate. However, the state could mandate the participation of public institutions. Dr. Adams stated that he believes the privates would participate even though they could not be forced to and that most of the private institutions currently participate. The addition of lay members is an attractive idea to the presidents.

He added that Indian River and Florida Keys Community Colleges are not currently in the consortium.

When asked if the regional coordinating councils were an appropriate structure for cooperation by Dr. Furlong, Dr. Adams responded negatively as these councils must approve vocational, adult and community instructional services programs and their membership is not constituted to deal with higher education issues.

At this point, Dr. Adelaide Snyder, Vice President for University Relations, FAU, questioned why Southeast Florida needs an additional layer for coordination. Dr. Furlong responded that the legislature had requested that the Commission examine the

need for coordination so that all educational sectors would be represented.

D.M. Berkam, Retired Planner

Mr. Berkam stressed that a continuous need for expanded services for placebound students in Broward County exists and that merger would not solve the problem.

Roy McTarnaghan, Vice Chancellor for Academic Affairs, State University System

Dr. McTarnaghan requested that the Committee refer to his October 7th remarks. The Board of Regents has twice studied and twice rejected merger. Dr. McTarnaghan stated that he had recently examined what conditions had promoted the merger of institutions in other states and he concluded that the primary case for merger has been reduction in costs. However, cost reduction was not the case in Florida. Dr. McTarnaghan summarized three issues on the minds of legislators: (1) additional postsecondary education services in Broward County; (2) the combined administration of FIU and FAU in Broward County; and (3) a coordinating structure which includes the involvement of the private sector.

The meeting adjourned at 4:35 p.m.

Florida International University, Bay Vista Campus, November 13, 1985

The meeting was called to order by Chairman Smith at 9:15 a.m. Dr. Paul Gallager, Acting Vice President for Academic Affairs at Florida International University welcomed Commission members to the Bay Vista Campus. Dr. Gallager summarized past testimony by stressing that all facets of the community and state--state boards, trustees, administrators, faculty, students and community representatives have responded negatively to merger. The prospect for an informal coordinating structure such as the Southeast Florida Educational Consortium is good; however, Dr. Gallagher stressed that all institutions must play by the same rules. Dr. Gallager urged all presidents to put in writing their ideas about the potential for the consortium to serve as the coordinating structure.

Chairman Smith then recognized Rep. Arnhilda Gonzales-Quevedo and Rep. Michael Friedman. Dr. Furlong provided an overview on the Commission's charge and Committee responsibilities as he had done on the preceding afternoon.

A summary of the public testimony which the Committee received follows.

Jim Orovitz, FAU Foundation

Mr. Orovitz stated that the local community provides financial support to an institution because they are touched by it. He noted the differences between Palm Beach and Miami and their respective universities. Merger would jeopardize the support from donors; another layer of administration is not needed.

Robert Hogner, FIU Chapter, United Faculty of Florida (UFF)

Dr. Hogner stated that the FIU Chapter of UFF is against merger, but the state group has not publicly taken a position. Dr. Hogner stressed that a mixture of doctoral programs on each campus is needed to support scholarly interchange; discrete programs at two separate campuses will not provide a rich advanced graduate experience for students.

Dr. Hogner stated that UFF opposes state contracts to private institutions since this effort dilutes funding to public universities. A major problem in program expansion at FIU, according to the UFF representative, is that FSU and UF are moving faster than FIU in expanding services and increasing salaries.

Norman Weldon, President, Cordis Corporation

Mr. Weldon stated that the postsecondary education needs in Southeast Florida are being poorly served. He noted that Florida has a long way to go to develop a flagship university. From a management point of view, merger makes no sense; it makes more sense to separate the Bay Vista and Tamiami campuses of FIU in the future. Additional programs and services are needed at both campuses.

Bernie Greenblock, Faculty Member, FIU

Dr. Greenblock stated that he was an IBM employee who was on loan to FIU for one year as a professor in the industrial engineering program. Dr. Greenblock described his past experiences in Rhode Island and in other states in which he promoted effective linkages between business and industry and postsecondary education. While at IBM, he strived to improve cooperation between engineering education at FIU and FAU and he stated that he was not effective in doing so. He concluded by stating that few advantages exist for merger when examined in terms of cost and complexities of management.

Kay Fahringer, Past President, FIU Foundation

As a member of the Miami business community, Ms. Fahringer noted that it is extremely difficult to break the barriers among Palm Beach, Broward and Dade Counties. Merger holds no appeal when examined from a business and educational standpoint. Both universities serve their own markets. The FIU foundation needs a

singular identity to attract high quality faculty, students and donors.

Clark Maxwell, Executive Director, State Board of Community Colleges

Mr. Maxwell praised the Commission for ensuring active involvement of the community colleges in studying Southeast Florida coordination. He stressed that the Comprehensive University Presence Plan must be expanded to include all segments of postsecondary education and the Commission is currently facilitating this expansion.

William Stokes, Vice President, Miami-Dade Community College

Dr. Stokes stated that Florida must continue to strive to build quality programs which offer access to all students at a time when student enrollment is not increasing. He added that the Southeast Florida Educational Consortium is a good model for coordination as the top administrators are involved in and committed to the structure. Recently, the Consortium has experienced a good record of cooperation and improvement in services.

Sidney Besvinick, Dean, Graduate School, University of Miami

Dr. Besvinick restricted his comments to programs and not merger. He stated that Miami had received substantial funding from the State through the contracting process. He stated that the difference between the University of Miami and the public universities is not funds, but governance. The University of Miami receives funds from foundations and from the state as does public institutions. Dr. Besvinick praised the Commission's role in addressing key issues not in terms of public versus private institutions, but primarily in terms of cost benefits for the citizens of Florida. Dr. Besvinick described his impressions of the Southeast Florida Plan and the more recent CUP Plan and stated that only the former plan considers the programs at the University of Miami. He cited examples of graduate programs in chemistry and music which only attract a few students annually and stressed that these existing programs at the University of Miami must be taken into account before new programs are added at FIU and FAU. Dr. Besvinick noted that the Southeast Florida Educational Consortium is not yet fully developed; however, it may be the needed vehicle to promote cooperation and collaboration in Southeast Florida. When questioned by Mr. Middlemas on the contracting process, Dr. Besvinick expressed concern that two views exist in the state regarding contracts with independent institutions: (1) contract with a program and not implement the same program at a public university and (2) contract with an independent institution until the program is implemented at a public institution.

Doria Bonham-Yeaman, Associate Professor of Business, FIU

Dr. Yeaman stated she was in favor of merger since the needs of South Broward and North Dade are not being served with the existing structure. She cited turmoil between faculty and administrators at the Tamiami and Bay Vista campuses of FIU and acknowledged that centralization of services has been effective for IBM and perhaps centralization and merger would be effective for FIU and FAU as well.

Seth Gordon, Greater Miami Chamber of Commerce

Based on his experiences with the Southeast Coordinating Council, Mr. Gordon stated there are not many areas in which the three counties can work together. Mr. Gordon questions whether a unified political block would be facilitated through an FIU/FAU merger. He stressed that an informal arrangement among institutional presidents already exists and that perhaps this consortium structure should be formalized. However, both FIU and FAU are improving and the state doesn't need to regress by starting a new institution. Finally, Mr. Gordon questioned as to why coordination is needed in Southeast Florida and not in other parts of the State.

Dennis Nicewander, Vice President for Administration, FAU

On behalf of President Popovich who was in Washington, Dr. Nicewander reiterated FAU's position against merger.

Linda Simunek, Dean, School of Nursing, FIU

Dr. Simunek stressed that the Commission should continue to examine the funding of programs in terms of those institutions which can best deliver them. The Commission should also consider competitive equality, and the role of service, research and teaching in building quality programs. Faculty must be provided continual opportunities for developing their competence in these three areas.

Diane Parkas, Student, FIU

As a senior at FIU, Ms. Parkas stated that closeness of the university campuses was essential. An expansion of FIU to Palm Beach County would dilute the current efforts to promote communication between the two FIU campuses; also, each campus would loose its identity.

Chairman Smith announced that the next Committee meeting would be the afternoon of December 11th in Tallahassee. Dr. Furlong stated that a draft report would be available in December and shared with all persons on the mailing list for these studies.

The meeting adjourned at 11:03 a.m.

APPENDIX C

RESOLUTIONS

RESOLUTION

WHEREAS, Florida Atlantic University was established as a result of the far sighted leadership of many public spirited citizens who foresaw the growth that would come to Palm Beach and Broward counties and who recognized that an institution of higher learning would do much to insure the quality of life in the area, and

WHEREAS, Florida Atlantic University has already established itself as a fully accredited four year and graduate institution, and

WHEREAS, Florida Atlantic University has maintained a broad base of public support, and has been able to count on those supporters, particularly in business and industry, to provide funds for needed programs and activities, and

WHEREAS, Florida Atlantic University has provided degree programs, continuing education and cultural activities for uncounted thousands of area residents, and

WHEREAS, the location of Florida Atlantic University is given as one of the most important reasons for high quality industry settling in this area, and

WHEREAS, Florida Atlantic University cooperates with the community colleges and other institutions in the State University System in order to make the best use of the resources provided by the State, and

WHEREAS, Florida Atlantic University has established a broad base of public support, has over 35,000 alumni, and has developed a critical mass in student enrollment for effective and efficient operation, and

WHEREAS, Florida Atlantic University has demonstrated that it is developing programs to meet needs of its service area and not programs which are duplicative of others available in the area or of low-demand and high-cost, and

WHEREAS, the leadership of Palm Beach County relies heavily on the University and its personnel as a rich resource and takes great pride in the service the University provides, and

WHEREAS, the Florida legislature has directed that the Postsecondary Education Planning Commission address the feasibility of forming a single public four-year institution with multiple campuses in Southeast Florida, an area ranging from Vero Beach to Key West, and

WHEREAS, despite several studies over the past 15 years, no evidence has been presented to indicate that the people of the Florida Atlantic University service area would be better served with opportunities for higher education through merger with any other institution, nor that there would be a cost saving for the tax payer;

NOW THEREFORE BE IT RESOLVED that the Economic Council of Palm Beach County, Inc. makes known its opposition to the merger of Florida Atlantic University with any other institution in the State and further that the Council recommends that the members of the Legislature direct their attention to providing funding for additional programs, particularly at the graduate level, to serve the business and industrial community of Palm Beach, Broward and Dade counties, in accordance with the State's emphasis on attracting quality industrial development and broadening the economic base of the State.

BE IT FURTHER RESOLVED, that copies of this resolution be distributed to the Postsecondary Planning Commission, the Governor and the State Board of Education, the members of the Palm Beach, Broward and Dade County Legislative Delegations.

ADOPTED, this date by:

DECEMBER 2, 1985
DATE

ALEX W. DREYFOOS, JR., CHAIRMAN

LAWRENCE J. SARTORY, SECRETARY

FLORIDA ATLANTIC UNIVERSITY FOUNDATION, INC.
FLORIDA ATLANTIC UNIVERSITY, BOCA RATON, FLORIDA 33431
(305) 393-3010

RESOLUTION

A Resolution Opposing Merger of Florida Atlantic University

and Florida International University

WHEREAS, the Postsecondary Education Planning Commission is reviewing the question of merger of Florida Atlantic University and Florida International University, and

WHEREAS, merger has been proposed several times in the past and was rejected as not in the best interest of the State of Florida, and

WHEREAS, the Board of Directors of the Florida Atlantic University Foundation is strongly committed to Florida Atlantic University and its future as a distinct University offering quality programs in instruction, reseach and public service to a special constituency, and

WHEREAS, the negative impact of merger far exceed any positive influences on administration, programmatic offerings, community identification and fund raising,

NOW, THEREFORE BE IT RESOLVED, that we, the Board of Directors of the Florida Atlantic University Foundation, do oppose merger with Florida International University and urge the Postsecondary Education Planning Commission and the Florida Legislature to lay to rest finally and completely the possibility of merger between Florida Atlantic University and Florida International University or either of them with any other institution.

ADOPTED THIS 3rd day of December, 1985

Avery Fonda, Secretary

Ronald Assaf, President

State of Florida
Department of Education
Tallahassee, Florida
Ralph D. Turlington, Commissioner
Affirmative action/equal opportunity employer

FLORIDA: A STATE OF EDUCATIONAL DISTINCTION. "On a statewide average, educational achievement in the State of Florida will equal that of the upper quartile of states within five years, as indicated by commonly accepted criteria of attainment."